

# U.S. NAVY INCLUSION & DIVERSITY



2020

GOALS & OBJECTIVES



# NEW APPROACH



Our Navy Team is as diverse as our mission set. We operate in every environment - undersea to space, the information domain and beyond. We come from around the world, rural, urban and suburban environments with different cultures, histories, perspectives and ways of thinking. We bring diversity to the fight - it is our warfighting advantage.

Diversity alone is not the answer. Without inclusion, diverse perspectives can lead to friction and conflict in thoughts and opinions. We must actively include all perspectives to harness the creative power of diversity, accelerating our Navy's warfighting advantage.

**These Goals & Objectives detail how we will leverage inclusion for the collective advantage of our workforce.**

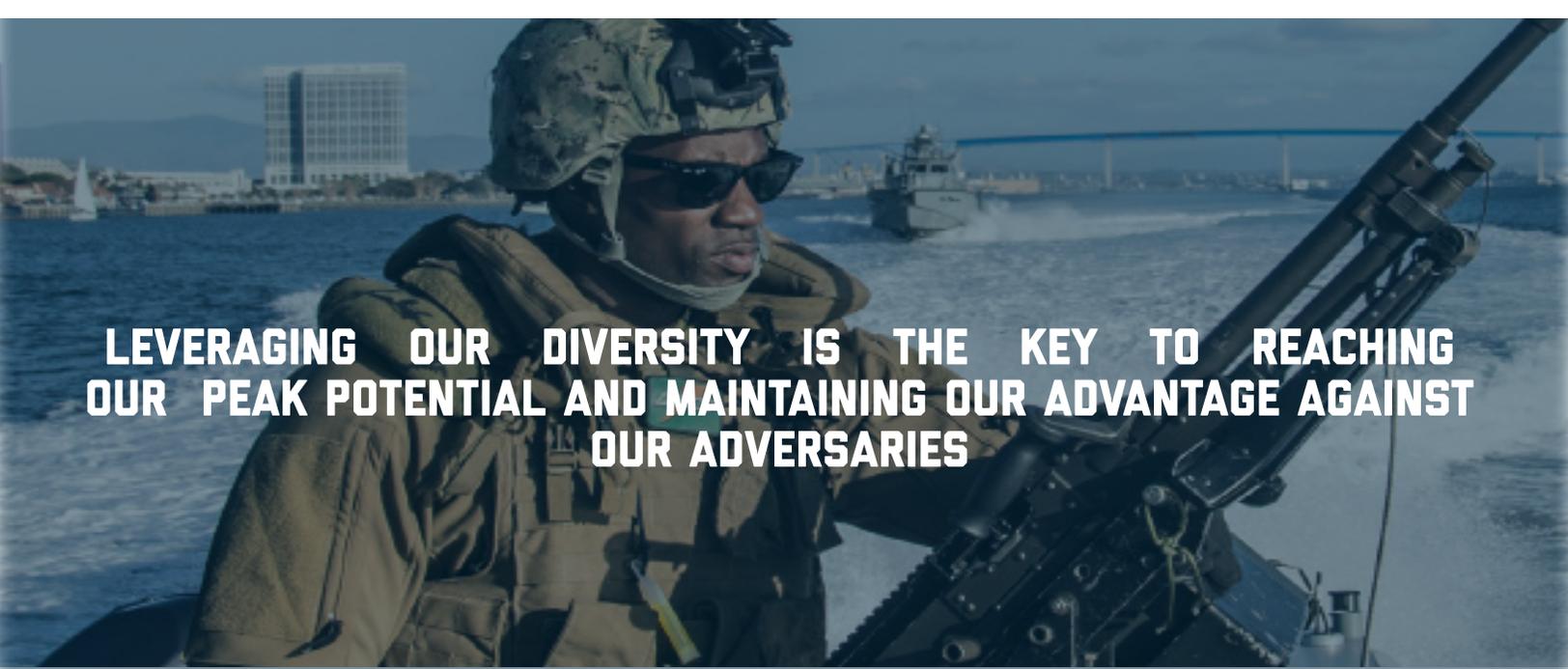
The Navy's inclusive culture is reflected in our core values of Honor, Courage and Commitment and is integral to our core themes of Toughness, Trust and Connectedness. It's woven into our strategy and Navy Team – our Sailors, civilians and families that support our mission. **Inclusion is what we do - every mission, every person, every day.**

"In order to more effectively recruit, develop, manage, reward and retain the forces of tomorrow, aiming to simply avoid doing the wrong thing is too low a bar; we must actively pursue that which is right. When Sailors feel included, respected and empowered, they will be more ready to win wars, deter aggression and maintain freedom of the seas."

**- ADM MIKE GILDAY, CHIEF OF NAVAL OPERATIONS**

A group of eight diverse women are standing together in a room. They are dressed in professional attire, including dresses and blouses. In the background, there are several flags, including the United States flag, and posters on the wall. The overall atmosphere is one of a professional and inclusive team.

**ACHIEVING TOP WARFIGHTING PERFORMANCE IS ENHANCED  
WHEN LEADERS TAP INTO THE ENERGY AND CAPABILITY OF AN  
ACTIVELY INCLUSIVE TEAM**

A soldier in full combat gear, including a helmet and sunglasses, is standing on the deck of a ship. He is looking towards the right. In the background, there is a large body of water, a bridge, and a city skyline. The scene is set during the day.

**LEVERAGING OUR DIVERSITY IS THE KEY TO REACHING  
OUR PEAK POTENTIAL AND MAINTAINING OUR ADVANTAGE AGAINST  
OUR ADVERSARIES**

Three people are sitting around a table in a meeting room. They are looking at a document on the table. The woman in the center is wearing a blue polo shirt. The man on the right is wearing a dark blue t-shirt with a logo that says "EXPERIMENT DIVING UNIT". The man on the left is wearing a light blue shirt. They appear to be in a collaborative discussion.

**DIFFERENT PERSPECTIVES SHINE LIGHTS INTO OUR BLIND SPOTS  
AND ILLUMINATE THINGS WE WOULDN'T OTHERWISE SEE**

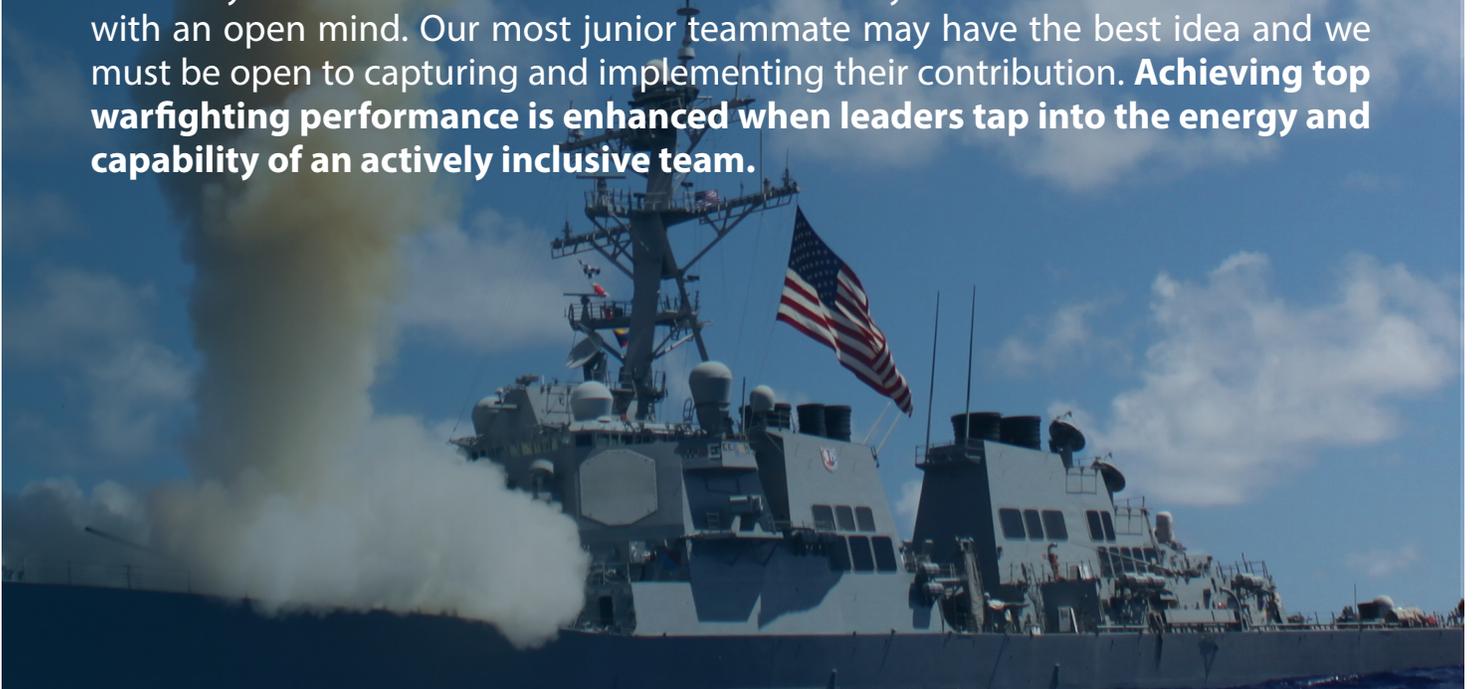
# WARFIGHTING CASE FOR INCLUSION

Our mission is growing, our competitors are getting stronger and we must adapt and stay one step ahead. We're facing adversaries in new ways and with new technology and these challenges to our traditional warfighting advantages must be met by our most important asset – **our people**.

We will meet these new challenges by attracting, recruiting and retaining diverse talent, promoting an inclusive culture across our Active, Reserve, civilian and contractor workforce and by institutionalizing Inclusion & Diversity (I&D) across the Navy. **With this as our guide, our vision is to become the Service and employer of choice for our Nation's top talent by 2025.**

We will strengthen the Navy Team by fostering a culture of inclusion that champions toughness, trust and connectedness to achieve warfighting excellence. Every person and every unit in the Navy will maximize their potential and be ready for decisive combat operations. To win, our leaders must enable our teams to think more clearly, learn more rapidly, and make better decisions more quickly and more accurately than our adversaries. We will become a more innovative and agile force for the future.

Our Navy is more diverse than ever before. Everyone must look at new ideas with an open mind. Our most junior teammate may have the best idea and we must be open to capturing and implementing their contribution. **Achieving top warfighting performance is enhanced when leaders tap into the energy and capability of an actively inclusive team.**



# INCLUSION & DIVERSITY 101

Inclusion is valuing and integrating each individual's perspectives, ideas and contributions into the way an organization functions and makes decisions.



## PERSPECTIVES TO LEVERAGE

Diversity of Experience  
Diversity of Thought  
Demographic Diversity

Diversity means all the different characteristics and attributes of our Navy Team, which are consistent with Navy core values, integral to overall readiness and mission accomplishment and reflective of the Nation we serve.



## NAVY TEAM ADVANTAGES

Warfighting Diversity  
Organizational Diversity  
Geographical Diversity

The key to leveraging our diversity is inclusion, but there are barriers to inclusion around us every day. It is up to all of us to identify these obstacles at the individual, group and organizational level and work together to resolve them. We must all uphold the Sailor's Creed: "I am committed to excellence and the fair treatment of all."

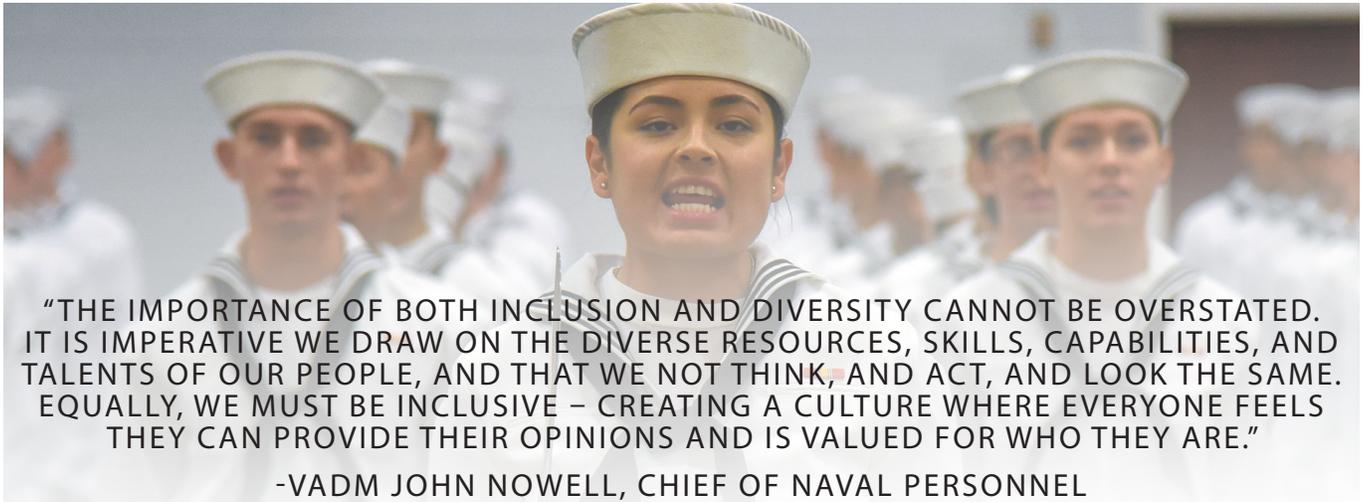


## BARRIERS TO LOOK OUT FOR

Gaps in Education/Training  
Competing Priorities  
Unconscious Bias  
Group Think

**I AM A SAILOR.  
WE ARE A TEAM.  
THIS IS OUR NAVY.**

# WHERE WE ARE GOING



“THE IMPORTANCE OF BOTH INCLUSION AND DIVERSITY CANNOT BE OVERSTATED. IT IS IMPERATIVE WE DRAW ON THE DIVERSE RESOURCES, SKILLS, CAPABILITIES, AND TALENTS OF OUR PEOPLE, AND THAT WE NOT THINK, AND ACT, AND LOOK THE SAME. EQUALLY, WE MUST BE INCLUSIVE – CREATING A CULTURE WHERE EVERYONE FEELS THEY CAN PROVIDE THEIR OPINIONS AND IS VALUED FOR WHO THEY ARE.”

-VADM JOHN NOWELL, CHIEF OF NAVAL PERSONNEL

**GOAL 1**

**INSTITUTIONALIZE INCLUSION AND DIVERSITY ACROSS OUR NAVY**

**GOAL 2**

**ATTRACT AND RECRUIT THE BEST TALENT FROM OUR DIVERSE NATION TO CULTIVATE A HIGH PERFORMING AND INNOVATIVE WORKFORCE**

**GOAL 3**

**DEVELOP AND RETAIN SAILORS AND CIVILIANS BY ENSURING AN INCLUSIVE CULTURE ACROSS OUR WORKFORCE**

## **BIG PICTURE OUTCOME: WARFIGHTING EXCELLENCE**

**Improved readiness**

**Reduced inclusion barriers**

**Enhanced team performance**

**More lethal fighting force**

**More resilient team**

**Enhanced understanding of bias**

## GOAL 1

# INSTITUTIONALIZE INCLUSION AND DIVERSITY ACROSS OUR NAVY

## OBJECTIVE: NAVY SETS THE BENCHMARK FOR INSTITUTIONALIZING I&D ACROSS THE SERVICES AND THE DOD

### Strategy

Drive Navy-wide action and provide regular updates to CNO's Culture of Excellence Governance Board (COE GB), the I&D Council and other key governing bodies. Review and update I&D Goals & Objectives as needed.

### Governance

Establish and maintain the I&D strategic framework and governance model through a series of recurring decisional forums that drive action and accountability across the Navy.

### Strategic Communication

Develop COE Strategic Communication Plan and associated communication products to engage the Active, Reserve and civilian workforce and their families, as well as external audiences and stakeholders on the Navy's I&D efforts.

### Metrics

Develop metrics to assess impact of the Navywide I&D efforts.

### Innovation & Best Practices

Develop the means to gather feedback, harness innovation and leverage best practices from within the Navy, as well as those from industry and academia, and share them regularly with I&D staff and unit-level leaders.

## GOAL 2

# ATTRACT AND RECRUIT THE BEST TALENT FROM OUR DIVERSE NATION TO CULTIVATE A HIGH PERFORMING AND INNOVATIVE WORKFORCE

### OBJECTIVE: ATTRACT DIVERSE AND TALENTED PEOPLE AND THEIR FAMILIES

#### Force Multipliers

Identify and empower Active, Reserve and civilian leaders at all levels as force multipliers in promoting a culture of inclusion and the importance of diversity.

#### Engagement

Increase participation of diverse talent in outreach events and marketing materials.

#### Branding

Highlight the Navy's culture, benefits and programs to showcase the Navy as the service and employer of choice.

### OBJECTIVE: RECRUIT A DIVERSE AND TALENTED WORKFORCE

#### Strategy

Update and refine the Navy's Active, Reserve and civilian recruiting strategies using data to understand and eliminate barriers and ensure outreach to all segments of society (e.g. STEM majors, etc).

#### Recruiting

Ensure recruiters understand the effects of bias and other barriers to inclusion, as well as the Navy's diversity recruiting needs.

#### Engagement

Collaborate with affinity groups and professional development organizations to assist in communicating the Navy's strategy of recruiting a diverse and talented workforce.

#### Metrics

Update and refine military recruiting and civilian hiring metrics to better reflect the Navy's I&D needs.

## GOAL 3

# DEVELOP AND RETAIN SAILORS AND CIVILIANS BY ENSURING AN INCLUSIVE CULTURE ACROSS OUR WORKFORCE

### OBJECTIVE: DEVELOP OUR ACTIVE, RESERVE AND CIVILIAN WORKFORCE

#### Coaching & Mentoring

Develop and implement strategic coaching and mentoring programs across the Active, Reserve and civilian continuum of service.

#### Training & Education

Develop a standardized I&D curriculum, core competencies and skills for our Officer, Enlisted and civilian workforce. Evaluate the training and measure the results.

#### Tools & Resources

Develop and provide Active, Reserve and civilian leaders with ready, relevant tools to enhance Culture of Excellence (COE) core competencies and skills.

#### COE I&D Staff

Build core competencies and skills of COE specialists across our workforce by evaluating available certification courses and developing options to enhance their professional expertise.

#### Engagement

Regularly engage our Active, Reserve and civilian workforce on COE issues and professional development opportunities across their continuum of service with programs like MyNavyHR Career Development Symposium (CDS). Champion partnerships with internal and external affinity groups, professional organizations and key influencers.

## GOAL 3 CONT.

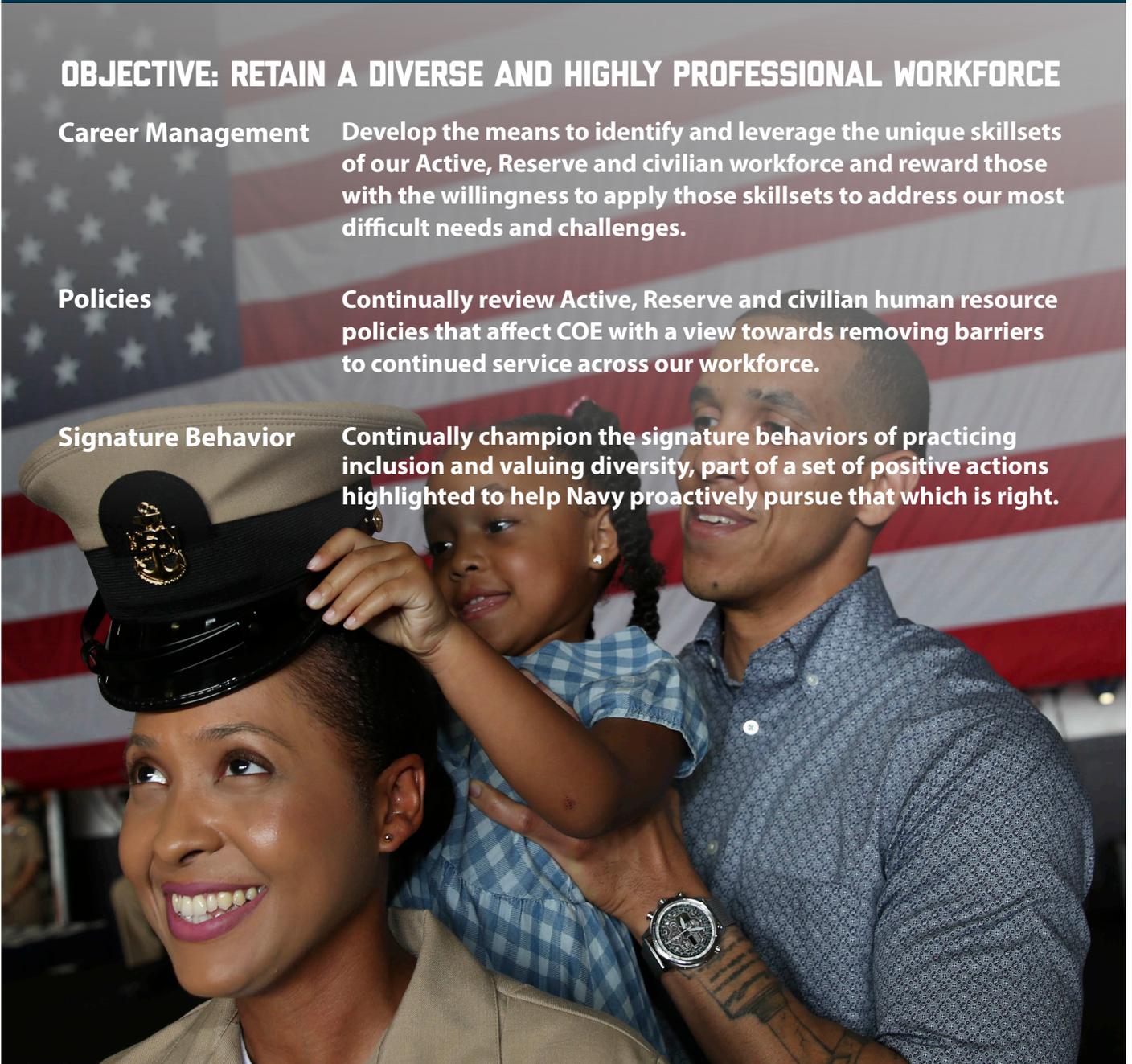
# DEVELOP AND RETAIN SAILORS AND CIVILIANS BY ESTABLISHING AN INCLUSIVE CULTURE ACROSS OUR WORKFORCE

### OBJECTIVE: RETAIN A DIVERSE AND HIGHLY PROFESSIONAL WORKFORCE

**Career Management**     Develop the means to identify and leverage the unique skillsets of our Active, Reserve and civilian workforce and reward those with the willingness to apply those skillsets to address our most difficult needs and challenges.

**Policies**     Continually review Active, Reserve and civilian human resource policies that affect COE with a view towards removing barriers to continued service across our workforce.

**Signature Behavior**     Continually champion the signature behaviors of practicing inclusion and valuing diversity, part of a set of positive actions highlighted to help Navy proactively pursue that which is right.





# INCLUSION & DIVERSITY RESPONSIBILITIES

Execution of the Navy's Culture of Excellence (COE) I&D Goals & Objectives is an all-hands evolution. Everyone must be involved in creating a shared identity that shapes our Navy's culture of warfighting excellence. As part of the COE campaign, the Navy is dedicated to strengthening warfighting and mission effectiveness by developing toughness, trust and connectedness in every Sailor, civilian and family member in the Navy. Developing individuals and teams that thrive in any condition, operate in a trusting work environment and foster connected, engaged personnel are all key themes of organizational excellence.

Guidance, feedback and accurate assessment of the Navy I&D execution will be achieved through six elements within the COE framework: Culture of Excellence Governance Board (COE GB), I&D Council, Culture of Excellence Executive Steering Committee (COE ESC), Culture of Excellence Working Group (COE WG), I&D Practitioner Sync and Command Resilience Teams (CRT). Each of these bodies provide aligned, consistent and sustained direction, action and feedback at each echelon.

**Culture of Excellence Governance Board (COE GB):** Chief of Naval Operations (CNO) Four-Star GB is designed to coordinate and align Navy policies and programs that promote excellence, team cohesion, personal accountability and promulgation of the Navy's warrior ethos. The COE GB meets quarterly to ensure COE initiatives are approved and backed by senior leader commitment. The COE GB is the decision making body for the Navy's I&D strategy.

**Inclusion and Diversity (I&D) Council:** Council of senior Navy leaders and key workforce stakeholders chaired by Vice Chief of Naval Operations (VCNO) to coordinate, align and discuss Navy policies and programs that recruit, develop and retain top talent to strengthen warfighting and mission effectiveness. Meeting semi-annually, the I&D Council leverages recognized I&D leaders from corporate America, academia, the government sector and from within the Navy to challenge and improve the Navy's I&D strategy.

**Culture of Excellence Executive Steering Committee (COE ESC):** Flag/SES-level body with representatives from Fleet and select ECHELON 2 commands. The COE ESC convenes as required to provide direction to the Culture of Excellence Working Group (COE WG) in the development and execution of the COE Campaign Plan.

**Culture of Excellence Working Group (COE WG):** Key decision-makers from across the Navy providing subject matter expertise and input in the development of Culture of Excellence as it matures to become a Navywide approach led by the Fleet (USFF, PACFLT, CNE-CNA) to achieve warfighting excellence by fostering psychological, physical and emotional toughness; developing organizational trust and transparency; and promoting connectedness to every Sailor, civilian and family member throughout their Navy journey.

**I&D Practitioner Sync:** ECHELON 2 and Community Lead I&D Practitioners assess I&D strategy, align Navy I&D efforts, update and develop strategy and education, and share community best practices. The I&D Practitioner Sync convenes under COE WG governance and is led by OPNAV N17.

**Command Resilience Team (CRT):** Designed for commanders to better understand factors impacting all command personnel through collaboration, command climate assessment and deckplate leadership engagement. CRT membership consists of command leadership, program managers and other command members. The Command Resilience Team Guide outlines roles and responsibilities of the required CRT members.



# INCLUSION & DIVERSITY EDUCATION AND TRAINING

Developing I&D within the military and civilian workforce is essential for warfighting success. As described in *A Design for Maintaining Maritime Superiority 2.0* and further refined by FRAGO 01/2019, a key priority for Strengthening Naval Power at and from the Sea (LOE Blue) is leveraging I&D within teams to enhance decision-making, creativity and our competitive edge to increase operational effectiveness. As the Leader Development Framework (Version 3.0) points out, our teams are strongest when they are diverse because diverse groups make more effective decisions in matters of competence and more ethical decisions in matters of character. Actively including this diversity leads to a more prepared force, ready to fight and win.

Navy members are introduced to COE I&D core competencies when they enter the Navy. Educational efforts develop core competencies like building blocks throughout an individual's behavior learning continuum with infusion from professional military education, community specific training, higher education and personal and professional experiences. While variations in the approach meet the unique needs of our workforce within their different communities, we must ensure consistency between I&D competencies taught through professional military education and community specific training.

Integration of COE I&D education must go beyond boot camp to comprehensively cultivate a workforce that has the knowledge, competencies and skills to fully leverage diversity and create a culture of inclusiveness in the Navy. I&D touch points will be included in the learning continuum across a Sailor or civilian's career, from recruitment to retirement. This ongoing education will occur at Career Life Events with ongoing support of I&D development.

The charts on the following pages outline the ideal behavior learning continuum for every Sailor, both enlisted and officer. Civilians will receive an introduction to I&D in the Navy through Navy Acculturation training. Additionally, this document serves as a recommendation that inclusion and diversity core competencies are included in civilian leader development training.



# INCLUSION & DIVERSITY EDUCATION AND TRAINING

## ENLISTED I&D CORE COMPETENCY CONTINUUM

**SCHOOLS**  
**ON-THE-JOB TRAINING**

I&D CORE COMPETENCIES	CONNECTIONS	YEARS IN SERVICE	CHARACTER	COMPETENCE
Assess Complex I&D Issues in Unit Culture Champion Inclusion for All Sailors Communicate Philosophy for Leveraging Diversity Recognize I&D Issues in Mentoring and Coaching Expect Feedback on I&D Issues Manage Complex Group Dynamics and Ambiguity	<b>LEADERSHIP MESS</b>	27-30	5th Shore Tour / Command Training	5th Shore Tour Command Training / OJT
			Strategic Thinking Seminar	Executive Leadership Symposium
		25-27	5th Operational Sea Tour Command Training	5th Operational Sea Tour Senior Qual / DLCPO / CMC Command Training / OJT
			Navy Senior Leader Symposium	4th Shore Tour Command Training / OJT
		21-25	4th Shore Tour / Command Training	4th Shore Tour OJT
			Sailor 360 Training	NSLS KEYSTONE Exec. Leadership Symposium
Demonstrate How Inclusion is Tied to Unit Mission Enhance Communication in Multi-Cultural Contexts Respond to Emotional/Psychological Needs of Others Foster Talent and Professional Development Adapt to Various Groups and Cultures	<b>PROFESSIONAL NETWORKS</b>	19-21	4th Operational Sea Tour / Fleet CPO Training / Command Training	4th Operational Sea Tour Senior Qual / DLCPO / CMC Command Training
			COB / CMC Course	Sailor 360 Training
		16-19	Senior Enlisted Academy	Sailor 360 Training
			Sailor 360 Training	3rd Shore Tour OJT
Understand Impact of Diversity on Group Performance Demonstrate Inclusion in a Team Environment Assess Cultural Values on Behavior Use Appropriate Communication for Diverse Teams Ensure Equity of All Team Members in Work Assignment	<b>CPO MESS</b>	14-16	3rd Shore Tour Fleet CPO Training Command Training	Senior Enlisted JPME
			Sailor 360 Training	3rd Operational Sea Tour Senior Qual / DLCPO / CMC Command Training / OJT
		11-14	2nd Shore Tour Fleet CPO Training Command Training	2nd Shore Tour OJT
			CPO Leader Development Course	2nd Operational Sea Tour Senior Qual / LPO / LCPO Command Training / OJT
Acknowledge Cultural Differences Listen Carefully & Consider Others' Points-of-View Assess Self-awareness of One's Own Bias Recognize Communication Styles Vary Demonstrate Respect for Others' Values and Customs	<b>FIRST-CLASS PETTY OFFICERS' ASSOCIATION</b>	8-11	2nd Operational Sea Tour Command Training	2nd Operational Sea Tour Senior Qual / LPO / LCPO Command Training / OJT
			Advanced Leadership Dev. Course Sailor 360 Training	C-School / PPME / JPME (DL)
		4-8	1st Shore Tour Command Training	1st Shore Tour OJT
			Intermediate Leader Dev. Course Sailor 360 Training	1st Operational Sea Tour Initial and Warfare Qualifications Work Center Supervisor Command Training / OJT
1-5	<b>COALITION OF SAILORS AGAINST DESTRUCTIVE DECISIONS</b>	1st Operational Sea Tour Command Training Command Indoc / NP&P	1st Operational Sea Tour Initial and Warfare Qualifications Work Center Supervisor Command Training / OJT	
		Foundational Leader Dev. Course Sailor 360 Training	Initial Specialty Training	
		<1-3	NMT / Life Skills / GMT (Accession Training)	Recruit Indoctrination (Boot Camp)
		0		

# INCLUSION & DIVERSITY EDUCATION AND TRAINING

## OFFICER I&D CORE COMPETENCY CONTINUUM

SCHOOLS  
 ON-THE-JOB TRAINING

I&D CORE COMPETENCIES	CONNECTIONS	YEARS IN SERVICE	CHARACTER	COMPETENCE	
Understand Critical Diversity Concepts  Model Inclusion for Optimal Warfighting Advantage  Communicate Philosophy for Leveraging Diversity  Recognize I&D Issues in Mentoring and Coaching  Expect Feedback on I&D Issues  Manage Complex Group Dynamics and Ambiguity  Mitigate Negative Effects of Unconscious Bias  Enhance Communication in Multi-Cultural Contexts  Respond to Emotional / Psychological Needs of Others  Foster Talent and Professional Development  Adapt to Various Groups and Cultures	<b>LEADERSHIP MESS</b>	28+	5th Shore Tour / Command Training	Flag Operational Tours	
			ST / LI / TS / PINNACLE CAPSTONE / CFMCC / JFMCC NFOSES NFLEX	ST / LI / TS / PINNACLE CAPSTONE / CFMCC / JFMCC NFOSES NFLEX	
		26-30	Flag Selection	Flag Selection	
		25-30	Post-Major Command Shore Tour	Post-Major Command Shore Tour	
		22-25	Joint / Service War College	Joint / Service War College	
	<b>PROFESSIONAL NETWORKS</b>	<b>CPO MESS</b>	18-22	Major Command Sea Tour Command Training	Major Command Sea Tour Command Training / OJT
				Major Command Course	Major Command Course
			15-18	Post - XO / CO Shore Tour Command Training	Post-XO / CO Shore Tour OJT
			15-18	Joint / Service War College	Joint / Service War College
			15-18	Commander Command Sea Tour Executive Officer Sea Tour Command Training	Commander Command Sea Tour Executive Officer Sea Tour Command Training
<b>FIRST-CLASS PETTY OFFICERS' ASSOCIATION</b>	<b>FIRST-CLASS PETTY OFFICERS' ASSOCIATION</b>	12-15	PXO / PCO Operational Courses	PXO / PCO Operational Courses	
			Post-Department Head Shore Tours OJT	Post-Department Head Shore Tours OJT	
		7-12	JPME I Graduate Degree Program	JPME I Graduate Degree Program	
		7-12	Department Head Sea Tour(s) Command Training	Department Head Sea Tour(s) Command Training / OJT	
		7-12	JPME I Dept Head Leadership Course	JPME I Department Head Operational Courses	
		7-12	JO Shore Tour(s) Command Training	JO Shore Tour Command Training / OJT	
<b>DIVISION CHIEF PETTY OFFICER</b>	<b>DIVISION CHIEF PETTY OFFICER</b>	5-7	JPME I Graduate Degree Program	JPME I Graduate Degree Program	
			JO Sea Tour(s) Command Training	JO SEA Tour(s) Command Training / OJT	
		<1-5	Division Officer Leadership Course	Initial Designator Training	
		0	Commissioning Education USNA / NROTC / OCS	Commissioning Education USNA/NROTC/OCS	

# INCLUSION & DIVERSITY TERMS

Definitions in this appendix serve as reference points and provide a common lexicon for terms used within this document.

**Affinity Groups** — A group of persons affiliated by common ground. Affinity groups generally provide support, enhance career development and contribute to personal development in the work environment.

**Bias** — Prejudice in favor of or against one thing, person or group compared with another.

**Cognitive Diversity** — Differences in styles of work, thinking, learning and personality.

**Culture of Excellence** — The Culture of Excellence (COE) is a Navywide approach led by the Fleet (USFF, PACFLT, CNE-CNA) to achieve warfighting excellence by fostering psychological, physical and emotional toughness; promoting organizational trust and transparency; and ensuring connectedness to every Sailor, civilian and family member throughout their Navy journey.

**Demographic Diversity** — Inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, sexual orientation, socioeconomic status, family status, disability and geographic origin.

**Destructive Behaviors** — Behaviors that are counterproductive to Sailor readiness and may cause harm to a Sailor or others.

**Diversity** — The different characteristics and attributes of individuals (as defined in DoDD 1020.02E).

**Equal Employment Opportunity (EEO)** — Provide equal employment opportunities for all persons regardless of race, color, religion, sex (including pregnancy, childbirth, or related medical conditions), national origin, age, disability, or genetic information (including family medical history), and ensure that anyone who engages in protected EEO activity is free from reprisal.

**Global Diversity** — Intimate knowledge of and experience with foreign languages and cultures, inclusive of both citizen and non-citizen personnel, exchange officers, coalition partners and foreign nationals with whom interaction is part of a globally engaged maritime strategy.

**Inclusion** — Valuing and integrating each individual's perspectives, ideas and contributions into the way an organization makes decisions

**Inclusive Culture** — A dynamic and deliberately developed environment where everyone feels respected and valued for who they are, trust they can speak up and be fairly treated and share a sense of connectedness.

**Military Equal Opportunity (MEO)** — The right of all military personnel to serve, advance and be evaluated based only on individual merit, fitness, capability and performance in an environment free from sexual harassment and unlawful discrimination on the basis of race, color, national origin, religion, sex (including gender identity) or sexual orientation.

**Minority** — The smaller part of a group. A group within a country or state that differs in race, religion or national origin from the dominant group. According to EEOC guidelines, minority is used to mean four particular groups who share a race, color or national origin: American Indian or Alaskan Native, Asian or Pacific Islander, Black (except Hispanic) and Hispanic.

**Organizational Diversity** — Organizational background characteristics affecting interaction, including Service, Component, and occupation/career field.

**Resilience** — The ability to recover from or adjust to misfortune or change.

**Unconscious Bias** — Social stereotypes about certain groups of people that individuals form outside of their own conscious awareness.

**Warfighting diversity** — The different missions, functions and tasks that encompass Navy's operational capabilities.

# INCLUSION & DIVERSITY TOOLKIT

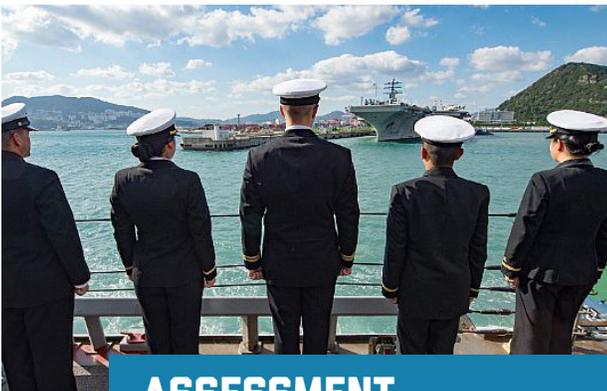
Online one-stop shop to help all Navy leaders effectively assess and promote an inclusive culture. **Click on each link below to learn more.**



**COMMANDER'S  
I&D TOOLKIT**



**I&D  
AWARDS**



**ASSESSMENT  
LIBRARY**



**I&D  
RESOURCES**



**PARENTHOOD &  
PREGNANCY**



**BREASTFEEDING  
IN THE NAVY**



# NOTES

A large, empty light gray rectangular area intended for taking notes.





**FEBRUARY 2020 | OPNAV N17  
DIRECTOR, 21ST CENTURY SAILOR**

These I&D Goals & Objectives were developed by a diverse Navy team comprised of men and women, Officer and Enlisted, junior and senior, Active and Reserve, military, civilian, contractor and veteran, with multiple races, ethnicities, sexual orientations and backgrounds in both naval operations and academia.